

## QUESTIONS AND ANSWERS FOR PERSONNEL AFFECTED BY TRANSFORMATION OF INSTALLATION MANAGEMENT (TIM)

### GENERAL.

#### **1. What is TIM?**

*Transformation of Installation Management is the Army-wide initiative that centralizes and streamlines the way Army manages its installations.*

#### **2. Didn't this initiative used to be called CIM – Centralized Installation Management? Why the name change?**

*The change to "TIM" recognizes that the management of installations is a critical part of the Army transformation vision. Transforming installation management is an integral part of Army transformation.*

#### **3. How does TIM enhance Army transformation?**

*TIM is another facet of the Army's move to streamline its operations to become more efficient and responsive in meeting a wide range of missions. It will achieve this by creating the structure to focus on requirements and assets specifically aimed at supporting mission accomplishment. By doing business smarter, it also furthers the Army's long-standing programs to provide the best well being for soldiers and their families. It enables the development of multi-function installation management to support evolving structure and needs. It also provides maximum flexibility through a geographic focus, instead of the current functional focus.*

*TIM enables and supports mission commanders by improving the delivery of support services to them.*

#### **4. When will transformation take place?**

*The first phase of TIM will include moving positions and employees above the installation level (Major Command (MACOM)/Major Subordinate Command (MSC)) to the Installation Management Agency (IMA) in October 2002. At the installation level, employees will not be realigned until October 2003 although the change in command and control of the installations from the Major Command to the IMA will occur October 2002.*

## **5. Why October 2002? Why is this being rushed?**

*The planning for TIM began more than a year ago. It is not a new topic. Establishment of the October 2002 milestone is just part of the planning to ensure continued momentum to institutionalize this important structural change to the Army.*

## **6. How will this centralized management system be structured?**

*The U.S. Army Installation Management Agency (USAIMA) will direct overall Army installation management operations. Regional offices will manage execution functions for all Army installations and garrisons within a geographical area. Three of the regions will be OCONUS, in Europe, Korea and the Pacific. The four regions for CONUS align with current federal regions (Federal Emergency Management Agency, Environmental Protection Agency and U.S. Army Reserve Regional Support Commands). These regions are balanced by total number of installations (20-26 each) and number of active component installations (16-20 each). Each region will have a regional director located within the region.*

## **7. What are the regions going to do for the Army? Has regionalized installation management ever been tried in the past?**

*Centralizing installation management into regions will provide for a more streamlined funding flow and focus on similar installation issues within a defined geographic region. By centrally managing installation functions, the Army can better standardize the level and quality of services that soldiers and civilians can expect as they move between installations. In addition, any savings generated from management efficiencies can be used to provide increased buying power for installation purposes.*

*We are managing installations this way in Europe right now through a system of base support battalions and area support groups. This management system proved its worth during military operations in Bosnia. Our regional model is patterned on this success story.*

## **8. Why are the installations not standing up in October 2002?**

*Delaying the documentation of the garrison organizations until FY 04 allows time to make sure we resolve all the organizational issues unique to each installation. This decision links to the decision to have the MACOMs continue to process the money. It means we do not have to rush through personnel actions on all the installation personnel by 01 October 2002. Those can be processed during FY 03 giving us enough time to ensure the correct data links are made to the pay system. This minimizes the risk of pay problems for the individuals.*

*Funding through the regions is another conservative decision. Since every MACOM has a different funds allocation process and, in some cases, automated system the*

*IMA would have to implement a common process and system by 01 October 2002 just to distribute funds. Similarly, the Army has never funded direct to the installation level, so to attempt to implement that for FY 03 even for a test was considered somewhat risky. Rather than risk problems with such a hasty action, we decided to let the well-established processes of the MACOMs do the work in FY 03.*

*The Installation Management Agency will put the management structure, i.e., regional offices and IMA HQ, in place to begin managing garrisons to standards. IMA will change the rating scheme of the garrison commander so that he/she is rated by the Region Director and senior rated by the Senior Mission Commander. IMA will also fence the garrison dollars to ensure more efficient use during the fiscal year.*

**9. Where will the regional offices be located?**

*The regional offices will be located at:*

*Northeast: Fort Monroe (Hampton), Virginia  
Southeast: Fort McPherson (Atlanta), Georgia  
Northwest: Rock Island Arsenal, Illinois  
Southwest: Fort Sam Houston (San Antonio), Texas  
Europe: Heidelberg, Germany  
Pacific: Fort Shafter, Hawaii  
Korea: Yongsan, South Korea*

**10. If it's already like this in Europe, will anything change with the establishment of the headquarters in Heidelberg?**

*Currently, the U.S. Army, Europe headquarters is directly involved in installation management through its subordinate tactical units. The tactical units were relieved of those responsibilities in the early 1990s with the creation of their area support group and base support battalion structures. TIM will now place the responsibility for oversight with the regional office. Positions currently at the USAREUR headquarters responsible for installation management will be transferred to the regional headquarters. As in the other locations, the staffing and work of the regional headquarters will continue to be reviewed and refined in the next few years to streamline operations.*

**11. I thought the Military District of Washington would remain its own region. What has changed?**

*We had to make some tough decisions to ensure efficiencies throughout the program and we could not justify separating the Military District of Washington (MDW) installations as a separate region. The installations supporting MDW will become part of the Northeast region, but the MDW Commander will remain engaged as the senior mission commander for these installations.*

**12. Are all Army elements/commands included in TIM?**

*All Army installations are included in TIM. Some installations, such as those funded by Army Working Capital Funds (AWCF) and the Defense Health Program will not be immediately moved under the command and control of the Installation Management Agency because of differences in funding and the nature of their mission. They will, however, get their management direction and standards from the IMA structure.*

**13. How will the TIM initiative affect installations funded by revolving funds and procurement appropriation?**

*Although ownership transfers to IMA, due to the complex funding process and, in some cases, small installation level work force, U. S. Army Materiel Command (AMC) and Military Traffic Management Command (MTMC) will retain command and control of their installations funded by revolving funds and the procurement appropriation. However, guidance, standards, technical assistance and reporting of installation management processes will use the IMA structure. This will be examined in detail during fiscal year 2003 to determine the best end-state arrangement.*

**14. How will Reserve and National Guard sites be affected?**

*Management of the Army Reserve's installations and centers will be integrated into the IMA beginning October 2002. Although the elements of the Army National Guard staff will be integrated with the IMA and Headquarters Department of Army (HQDA), Army National Guard sites are not included in the IMA structure. This is due, in part, to the unique funding associated with the National Guard in each state and the guard's management of both state and federal facilities.*

**15. After many years of working toward improved installation management, why do we still have to go through further reorganization?**

*Establishing a corporate structure is the best way to ensure the desired consistency and equity in the delivery of installation management services. The corporate structure insulates installation management and mission funding from each other and provides increased predictability for both.*

**16. After TIM implementation, are there still installation commanders? And if so, what has changed?**

*Yes, the senior mission commanders will still serve as installation commanders. They remain responsible for taking care of soldiers, their families and civilian employees, and for setting and maintaining unit policies and prioritizing mission related military construction (MILCON). Installation commanders remain the senior installation representative to elected officials, the public and other stakeholders.*

*Installation commanders are responsible for performing Uniformed Code of Military Justice/General Court Martial actions, and finally, they are still responsible for protecting the force.*

*They will be responsible for senior rating the garrison commander and for participating in installations master planning (short-term and long-term priorities, major and minor construction (Appropriated Fund (APF)/Nonappropriated Fund (NAF), and privatization initiatives).*

**17.If there is disagreement in guidance between the installation commander and the garrison commander or regional director, how will that get sorted out?**

*The regional team at HQ IMA will arbitrate disagreements and resolve guidance issues. The garrison commander has a tough job. His rater and his senior rater will not be in the same chain of command. But as a LTC or a COL commander, that's part of the job. From the region, he will be receiving guidance on Army-wide service standards. If that conflicts with the desires of the installation commander, the obvious first step is a dialog with the regional director. If that doesn't resolve the issue, it gets elevated to the HQ IMA. But understand, the MACOM commander will also be part of the Installation Management Board of Directors (IMBOD). The IMBOD will be setting or approving the general Army-wide guidance that our regions and garrisons will be implementing.*

**18.How will the individual mission areas (logistics, personnel, training, resource management, etc.) work under TIM?**

*The TIM process is still maturing, and many soldiers, civilians, and contractors are working diligently to devise the best, most effective solutions. In general, management direction will flow from Department of the Army proponents through the IMA HQ to regional headquarters to the garrisons. The significant change is the command and control of garrison personnel involved in installation, which now shifts from 14 MACOMs to the Installation Management Agency.*

**19.How does contracting relate to TIM funding and operational control?**

*Contracting is one of three Army-wide functions being centralized, along with installation management and information technology. All contracting, including mission and installation support, is being centralized under the Army Contracting Agency (ACA). The ACA will also perform installation contracting for designated AMC and MEDCOM installations. Personnel in organizations being aligned with the ACA will be centralized on new ACA Tables of Distribution and Allowances (TDA).*

*At the installation level, the staff of the installation contracting office, commonly known as the DOC, will provide matrix support to the garrison commander for the installation management mission in the same manner that PM/PEO support is*

*currently provided by AMC acquisition centers. The garrison commander will be in the rating chain of the DOC. The local installation contracting offices will retain sufficient personnel to perform the required pre-award and enhanced post-award contract administration. This will include dedicated contracting officer support where they currently exist.*

**20. How will TIM affect family housing?**

*There will be little change in family housing management.*

**21. I've heard employees performing environmental functions won't be transferred to the IMA. What will happen to them?**

*The Assistant Chief of Staff for Installation Management (ACSIM) has three Field Operating Agencies (FOA) apart from the IMA to handle unique missions including environmental management. Certain environmental functions now performed by the MACOMs are proposed to transfer to one or more of the other FOAs during realignment in October 2002.*

*Employees will be identified to transfer to the new organizations using a rule-based methodology consistent with the IMA procedures. The effective dates of the personnel actions will be 6 October 2002. Employees will remain in the same geographic area in which they are currently located with no change in job or pay. If required, management will assign employees to work "virtually" to accomplish the environmental functions consistent with the treatment of the IMA work force.*

**22. How will this reorganization affect ongoing environmental cleanup and other environmental programs at installations?**

*All current environmental efforts should continue as planned. We do not anticipate any delays in ongoing environmental projects as a result of this reorganization. If anything, we eventually expect to see a more efficient, expedient means of handling environmental issues at installations due to the direct manner in which installations will receive funds and the ability of installations within the same region to work consistently in partnership with regulators in that region.*

**23. I'm working in a MACOM BASE REALIGNMENT AND CLOSURE (BRAC) office. What is happening to my function?**

*The Assistant Chief of Staff for Installation Management (ACSIM) has three separate FOAs apart from the IMA to handle unique missions. The BRAC mission currently performed by the MACOMs and garrisons will fall under the control of the Installation Support Management Agency (ISMA). The MACOM employees identified with the BRAC function will transfer to the ISMA effective October 2002 in the same manner as the other MACOM employees transfer to the IMA. Both installation and MACOM employees involved in BRAC will transfer to ISMA in October 2002.*

**24. What are the mechanisms for identifying installation support requirements and issues to HQDA?**

*Installations will identify their requirements/support issues to their regional office. The regional office will review those requirements/issues, combine them with other similar issues for that region and forward them to the IMA Headquarters where they will ensure that these requirements/issues are reviewed, validated and addressed in the appropriate funding cycle.*

**25. What differences will local communities notice as a result of centralized installation management?**

*The change should be transparent to the surrounding communities. They will work with the same people on the installation that they have always interacted with in the past.*

**26. Is TIM the first step toward eliminating MACOMs?**

*No. MACOMs are essential to conduct the Army's business of training, equipping and preparing soldiers for war fighting missions. By removing the burden of day-to-day installation management from mission commanders, TIM will further focus them on their readiness mission. It was never intended to be the opening step in eliminating MACOMs.*

**27. How do you propose to manage installations if the major commands no longer have direct oversight?**

*The Installation Management Agency (IMA) will assume the guidance and oversight functions of the MACOMs. The IMA structure will provide policy, direction, and resources matched against approved standards sufficient for installation managers to deliver consistent and predictable services to all customers. An implementation plan will outline responsibilities, chain of command authorities, and customer relation procedures prior to implementation. This will include procedures for major commands to express command unique requirements.*

**CIVILIAN HUMAN RESOURCES.**

**28. When will the MACOMs receive a human resources (HR) plan that will tell us how civilians will be treated under this realignment?**

*The TIM Task Force distributed a Human Resources (HR) Plan for the implementation of the Installation Management Agency (IMA) on 3 June 2002. This plan applies to military and civilian personnel, in both the appropriated fund (AF) and nonappropriated fund (NAF) work force.*

*Additionally, a Letter of Instruction describing the civilian human resources implementation plan, covering APF and NAF employees, was signed by the Assistant G –1 for Civilian Personnel Policy and distributed to the MACOMs on 16 May 2002.*

**29. Have unions been notified of the transition to IMA?**

*Anytime management proposes a change to bargaining unit members' conditions of employment, it has an obligation to notify the union of the proposed change and provide it an opportunity to request bargaining. The appropriate employee organizations, both national and local, will be briefed on the contents of the HR plan and given the opportunity to bargain over impact and implementation. TIM has accomplished notification of the national unions with formal briefings accomplished on 14 June 2002.*

**30. How will the Army shift the civilian work force into the new organizations? Will region/IMA/FOA positions be competed for so everyone has a chance at the jobs?**

*In October 2002, the work performed by employees above installation level will transfer to the IMA region in which they are currently physically located. The Human Resources plan specifies that transfer of function (TOF) procedures will be used by the MACOMs to identify employees affected by the establishment of IMA. MACOM employees identified by TOF will be realigned to the IMA regional office for their current geographic region. Employees could remain in their current geographic location for up to two years.*

*Beginning in early fiscal year 2003, IMA will seek volunteers from within its civilian work force to move to regional offices where vacancies exist. When qualified employees are not transferred through the TOF process, some regional offices will have vacancies that will be filled through normal recruitment. As a new organization with an Army-wide function, the IMA headquarters will be staffed through merit promotion and other normal recruitment processes.*

**31. Why is the IMA work force being realigned using transfer of function methodology?**

*Operational start-up of the IMA regional offices will migrate existing work, functions, and associated personnel from their MACOMs to new competitive areas in a new Army organization. Under civilian personnel rules, transfer of function occurs when the work of one or more employees is moved from one competitive area and ceases to exist in the old competitive area. In NAF, a TOF is the transfer of a continuing function from one NAFI to another, or the movement of the function to another commuting area.*



*Transfer of function eliminates the need for reduction in force (RIF)/business based action (BBA) at the losing activities (i.e., MACOM/MSC headquarters) where the functions will no longer be performed. TOF provides a consistent, efficient and flexible methodology to identify employees to transfer with their work.*

**32. What is a Competitive Area and why does it make a difference in how people are treated?**

*When APF civilian positions are established in organizations, senior management determines the appropriate competitive area defined by an organization and/or geographic area. A competitive area usually includes all the civilian positions that come under the control of an Army Commander/Activity Head within a local commuting area. The competitive area becomes important when an activity faces reorganization or downsizing that may result in reduction in force (RIF).*

*For example, at U. S. Army Training and Doctrine Command (TRADOC) and U. S. Army Forces Command (FORSCOM), the headquarters staffs are in separate competitive areas from the garrison activities at the installation because the missions and functions differ based on the echelons. Since the IMA regional offices at those locations will have different missions and functions than the other tenants at the installation, the new offices will be placed in different competitive areas. By establishing separate competitive areas, management can make personnel assignments and decisions without impact of other MACOM or installation reorganization decisions.*

**33. Who will make determinations about employee placement, i.e., whether an employee will remain in their current organization or be moved to the new organization?**

*With the assistance of civilian personnel advisors, managers at the losing MACOM/MSCs will use transfer of function (TOF) rules to identify employees to be realigned to the new regional offices in October 2002. The final determinations will be completed in Korea in August.*

**34. What is the employee identification process and what is the purpose for using it?**

*The identification process is the most critical part of the transition to the new organizations as it is the vehicle for identifying the functions that will transfer as well as the employees performing that work in order to afford placement rights in the losing and gaining organization. In this realignment, the Army staff identified the number of positions to be moved to the IMA and the losing activities are responsible for identifying the positions in which the functions are being performed as well as the employees performing those functions.*

### **35. What procedures will be used to identify employees for transfer to the new organization?**

*Under TOF, the losing activity follows specific steps to identify individuals to accompany their functions. The two methods to identify the “faces” include:*

*Identification Method One – includes employees who perform the transferring function at least half of their work time – OR - the function that is transferring controls the grade of their jobs. Example: In the Accounting Division, one GS-510-12 has been identified for transfer. One employee spends at least 80% of their work time performing accounting duties in support of installation management mission. That employee would be identified to transfer to the new organization.*

*Identification Method Two – includes employees who perform the transferring function less than half of the time and are identified based on their retention standing. In most cases, employees with the lowest retention standing are released to transfer unless management accepts volunteers in place of those who would normally be identified. Example: In the Accounting Division, one GS-510-12 position has been identified to transfer. Several employees spend less than 50% of their work time performing accounting duties in support of the installation management mission. The retention standing of the employees is used to identify which one would be identified to transfer to the new organization.*

### **36. What does RIF retention standing mean?**

*Retention standing is the term used to describe the relative right of an employee to retain his/her job when similar positions are being abolished or transferred and employees face reassignment, demotion, or similar actions normally associated with RIF. An U.S. APF employee's retention standing is based on the following factors:*

*Tenure – separate groups are identified for career, career conditional, and term employees. Career employees are the highest group.*

*Veterans preference – separate subgroups are identified for employees with veteran preference (30% compensable disability), others with veteran preference, and employees with no veteran preference. The highest subgroup includes the 30% compensable veterans. Not all ex-military are eligible for veteran's preference and some spouses of veterans who have never served may be eligible. For additional information on veterans preference, visit the following website:  
<http://www.opm.gov/veterans/index.htm>*

*RIF Service Computation Date – includes length of service adjusted by performance appraisal credit. Length of service is based on an employee's creditable civilian and military service for RIF. The service date is adjusted by adding years of service credit for previous performance ratings. Employees with the most years of creditable service are highest within the subgroup.*

*Consider two employees as an example:*

*Employee 1 – Career employee, 30% compensable preference eligible veteran, with 25 years creditable service. Employee 2 – Career conditional employee, non-veteran, with 30 years creditable service.*

*Employee 1 is the highest ranking on the retention register. Employee 2 would be the first employee to be affected.*

*For information regarding KN employees, please see the Korea addendum.*

### **37. Do I have a “right” to transfer with my function?**

*Employees identified under TOF do not have a right to transfer with their work unless they face potential separation or demotion in their current activity. If placement opportunities exist in the activity and managers need to retain employees, they may do so. If volunteers are considered to substitute for the employees identified to transfer, managers may select which employees to transfer using retention standing or other appropriate factors, such as skills and qualifications.*

### **38. What tools are used to identify employees for transfer to the new organization?**

*Management will use a variety of documents to make those decisions, including manning documents of the new organization, Organization and Operations Plans (O&O), job descriptions, historical work records, performance plans, and retention registers. O&O plans are being developed by the HQDA proponents to describe the roles, responsibilities, and operations of the IMA headquarters and regional levels.*

### **39. Will this TOF force me to transfer to a different installation or lose my job?**

*The stability of the work force is a top priority of the TIM Task Force and the Army leadership. In transforming, the decision to transfer the work force without using RIF ensures minimal impact on employees. This will also give management ample time over the next two years to position needed skills in the right location. Any initial geographical moves will most likely be voluntary.*

*To prepare for the transition to TIM, provisional regional installation management offices will be created this fiscal year from MACOM staffs currently engaged in installation management functions. TDY and details will be used to staff the provisional organizations prior to filling the positions permanently through the TOF realignment in October 2002. For Fiscal Year 2003, there will be a need to operate in a “virtual” management structure (where the organization can operate with employees working from various locations) in the regional offices until such time as employees can be identified voluntarily to move to offices where vacancies exist.*

*As the manning of the regional offices is refined, every effort will be made to match personnel with employment opportunities in other regions to further minimize any impact on current employees. During the first two years, all moves will be made based both on employee qualifications and mobility. The IMA leadership may also use management directed reassignments to alleviate skill imbalances in the regions.*

**40. Will civilians lose their jobs?**

*As indicated above, at the MACOM/MSC level, we've chosen to minimize personnel turbulence for the first two years by transferring the work force without involuntary separations or forced geographic moves.*

**41. Will other MACOMs have a chance for placement in the regions or does the collocated MACOM employees get first grabs?**

*The Civilian Human Resource Letter of Instruction outlines the process for identifying employees to be placed in the regional offices. All MACOM employees will be treated consistently. Anyone identified to move with their function to IMA will be assigned to the Regional Office that covers the geographic region in which they physically work.*

*For example, employees identified to transfer with their IMA functions from any MACOM Headquarters within the northeast regional boundary (i.e., TRADOC, AMC, MDW, ATEC) will be assigned against the manning document for the Northeast Regional Office. Initially, the transferred employees will continue to work at their current duty locations. Adjustments will be made to the geographic work location and job assignments during the two-year reshaping period, FY03 and FY 04.*

**42. I am in a job where I do both MACOM and installation missions. Who will make the decision where I will wind up working?**

*Leaders from MACOMs, installations and the Department of Army (DA) staff are currently analyzing missions and position descriptions to determine which positions will remain at the MACOM and which will realign to the regions. Using personnel rules governing TOF, civilian human resource advisors will help managers identify employees to be transferred to the new organizations. Employees will receive advance written notification through their appropriate chains of command.*

**43. When will I know what happens to me in this transition?**

*According to civilian personnel timelines, written notification on placement will be issued in August 2002. Your chain of command will most likely notify you prior to that time.*

**44. When will the action be effective?**

*The personnel actions taken as a result of the TOF will be effective on 6 October 2002 for appropriated fund U.S. employees. Affected KN APF employees will transfer effective 1 October 2002. The effective date of the transfer for NAF employees will be either 3 or 10 October 2002, depending on their pay period dates.*

**45. I am serving on a Term appointment. What will happen to me?**

*If your position is determined to transfer to an IMA regional office, you will be realigned in the same manner as a permanent employee. If your position does not transfer, you will remain on the rolls of your current MACOM.*

**46. I am a temporary employee. Will I be impacted by the TIM action?**

*Temporary employees will not be transferred to the new organizations. You may remain in place until your appointment expires or be terminated early at the discretion of your activity.*

**47. What are my chances of being adversely affected this year because of TIM?**

*No RIF or NAF business based actions are planned in conjunction with TIM at this time. As stated repeatedly by the ACSIM and the TIM Task Force leaders, this action will provide a job for everyone. Employees identified to move to the IMA will be assigned at their same series and grade and using the same job description with minor changes. Full transformation of the regional offices will occur over a period of two years. It is expected that normal attrition and volunteers who choose to take advantage of opportunities to move geographically to regions where vacancies exist will facilitate a smooth transformation.*

**48. What if I refuse to transfer to the new organization?**

*If an employee refuses to transfer to the new organization and cannot be placed at the losing activity, senior management can direct the employee's transfer via a management-directed reassignment. If the employee still refuses to transfer to the new organization, the losing activity may separate the employee under adverse action procedures (5 CFR, Chapter 752).*

*NAF employees who decline to transfer with their function are required to submit a written declination of the offer and will be separated in accordance with AR 215-3, Chapter 10.*

**49. What are my financial entitlements if I decline my position assignment in the IMA and leave the federal service?**

*Employees who are eligible for regular (optional) retirement will receive their civil service retirement annuity based on their entitlement under the appropriate*

retirement system (CSRS or FERS). NAF employees who are eligible for retirement may do so under the NAF retirement system.

Declination of a position under this transfer of function will not be a basis for discontinued (early) service retirement because the action does not result in an involuntary transfer from the employee's commuting area.

If you do not meet the eligibility for a regular retirement, you would be entitled to withdraw all the retirement contributions you have paid into the retirement fund and you will receive a lump sum payment for your accrued annual leave. You will also be required to make decisions about any Thrift Savings Plan (TSP)/401(k) Savings Plan contributions you may have made. In NAF, if the employee is vested, he/she may leave retirement on deposit for a deferred annuity when retirement eligible.

Decisions about eligibility for unemployment compensation are made by the states and vary from state to state.

**50. May I decline my transfer of function placement and receive Voluntary Separation Incentive Pay (VSIP)?**

Employees who decline transfer of function offers are not eligible to receive VSIP.

**51. Can I appeal the Transfer of Function (TOF) action?**

An employee has no right to appeal a TOF, per se, but may raise it as an issue as part of a grievance or appeal due to a subsequent RIF or adverse action that the employee believes resulted from the transfer of function decision.

**52. Will there be a reduction in force (RIF) during Fiscal Years 2003 or 2004? What about NAF business based action (BBA)?**

There are many things to consider between now and then. For many reasons described above, we know that the IMA structure will require reshaping over the next two years. The plan is to achieve any reduction via normal attrition, reshape the organization through voluntary means, and avoid the execution of a reduction in force (RIF) or business based action (BBA).

**53. Will the regular Voluntary Separation Incentive Pay (VSIP)/Voluntary Early Retirement Authority (VERA) be offered next year?**

These authorities are generally available when an organization faces the need to downsize. If we find there is a need to offer VSIP to reduce the work force voluntarily or restructure positions in Fiscal Years 2003 or 2004, we will use the available tools to achieve our desired end-state organization.

**54. Will I be able to register in the Department of Defense (DoD) Priority Placement Program (PPP) if I decline my transfer of function placement?**

*Because we are not conducting a RIF or requiring employees to move outside their commuting areas, we do not anticipate any negative impact on current employees realigning to the IMA in October 2002. Therefore, registration in the DoD Priority Placement Program is not required or available, except where applicable in the OCONUS regions. If decisions over the next two years provide a basis for priority placement consideration of IMA employees, PPP registration will certainly be offered.*

**55. What happens if I move into an IMA regional office on my current position description and there is really no job like it in the end-state organization?**

*This type of imbalance will be addressed over the next two years when the reshaping of the IMA organization occurs. We know there will be excess employees in some functional areas. This will require a careful analysis and restructuring plan to bring the organization into shape to its final end state. We will explore all feasible voluntary measures to make the adjustments before any adverse action occurs. Frequently, situations like these open new career opportunities for employees who may want to explore work in different fields.*

*We also anticipate competitive promotion opportunities into vacant positions during the reshaping that will help alleviate the problem.*

**56. What happens if I'm placed in an IMA position at my current grade, but the TDA reflects a higher grade for my position? What if the TDA position is graded lower than my current job?**

*All employees realigned to the IMA regional offices will move at the exact same pay plan, series and grade/level. Position descriptions will remain the same. The Army leadership plans to reshape the IMA regions during the two-year period following October 2002. This will allow plenty of time for refining the end-state organization and getting positions and people aligned with the correct grades. In most cases, competition will be required for you to be promoted to the higher grade/level, especially if there are others at your same grade/level in the work unit.*

*In the event you are assigned against a lower graded TDA position, RIF retention standing would be used to determine the individual reduced in grade. If you are demoted to a lower grade under these conditions, grade and/or pay retention are provided.*

**57. Is there someone who I can talk to about the future organization and employment opportunities?**

*Your supervisor is your best source of information at this time. The ACSIM website contains the latest information on TIM issues and timelines. The Army leadership has made a commitment that there will be no adverse impact on the work force during the two-year transition.*

**58. Will employees be placed early in the regional structure?**

*The organization will not officially "stand up" until the beginning of fiscal year 2003. There may be some employees who will be offered TDY and details to the regional offices prior to that date. It is expected that after employees have been identified for assignment to a regional office, some could begin to perform transition work essential to get the region functioning by October 2002.*

**59. Will each of the IMA regions be staffed the same way?**

*A consistent approach will be used in accordance with the procedures outlined in the civilian human resources plan. However, the Northwest and Southwest Regions are not co-located with large MACOM installation management staffs similar to those at TRADOC or at FORSCOM. This situation will require careful planning to fill the vacancies in those regions with individuals having the right skills and talents.*

*Initially, some individuals realigned to the Northeast and Southeast Regional Offices will be tasked or detailed to work "virtually" for the Northwest and Southwest Regional Offices. This may require TDY to these sites on a frequent and short-term basis until the positions can be filled permanently. IMA employees will have opportunity to volunteer for reassignment or compete for promotion, where available, in the regions.*

*Specific information on merit promotion and the volunteer placement process will be issued in a "Phase 2" addendum to the Letter of Instruction later in Fiscal Year 2002.*

**60. Will the TIM implementation give me the chance to move to a different location if I want to?**

*One of the initial management tasks is to begin reshaping the IMA into the end-state organization. Shortly after employees have been identified to transfer into the IMA regions, we will canvass the work force for interest in making geographic moves to regions where vacancies exist. As is always the case, employees may apply for jobs under normal promotion or career referral procedures. It is expected that the regions where vacancies exist could offer promotion opportunities for our IMA work force.*



**61. How will vacant positions in the IMA headquarters be filled?**

Vacant positions in the IMA headquarters will be filled through normal recruitment methods such as merit promotion, career program referrals, or other appropriate hiring procedures. *The TIM Task Force will establish a strategic communication link with the current work force to ensure that every one is aware of job opportunities. All employees should monitor Army and Federal Web sites where job vacancies are posted. There also will be opportunities to compete for promotions.*

*We are looking for very well qualified individuals from around the Army to help make this organization a success, so we hope employees will give serious consideration to seeking an opportunity at the headquarters level.*

**62. I'm considering volunteering to move to another IMA regional office. How can I find out about the local communities of the other IMA regional offices?**

*The IMA Task Force is building a collection of this information. From the ACSIM homepage, available at <http://www.hqda.army.mil/acsimweb/homepage.shtml>, you can access the Transformation of Installation Management site where recently collected geographic and community information is available.*

**63. If I agree to a voluntary relocation to another region outside my commuting area how long am I committed to stay in my position there?**

*If you accept a permanent change of station (PCS) and receive payment for your move, you are normally expected to remain at the duty location for twelve months.*

**64. If I am reassigned to a region outside of my commuting area, will PCS be authorized? If so, what specific entitlements will be afforded?**

*Permanent employees who transfer to IMA positions outside their commuting area are entitled to normal permanent change of station (PCS) allowances that include travel and transportation of employee and dependents, shipment and storage of household goods, temporary quarters allowance, house hunting trip, real estate reimbursement, and miscellaneous expenses. Additional information on the entitlements for civilian PCS are contained in the Joint Travel Regulation, Volume 2, available in your organization or from your local civilian personnel advisor. KN employees are entitled to applicable relocation allowances.*

**65. How will the Senior Executive Service (SES) be affected by the transition to IMA?**

*The organizations will identify current SES members to be assigned to the new IMA positions. Management must have solid justification for their recommendations. For a non- geographic move, SES members have a statutory right to a 15-day notice.*

*By law, reassignments to a different commuting area require consultation with the executive and a 60-day advance written notice. If eligible, SES members may elect discontinued service retirement in lieu of a geographic reassignment. SES members may waive the notice requirement. The appointment of a new Secretary of the Army would impose a 120-day moratorium on involuntary reassignments.*

*For IMA positions not filled by reassignment of current SES members, the IMA Headquarters will prepare a recruitment and outreach plan. Army normally announces positions for 30 days, although 14 days is the minimum period. After a panel determines the best-qualified candidates and the management official selects the candidate, a qualification review board convened by the United States Office of Personnel Management (OPM) must approve the selectee's qualifications. Competitive fill of an SES position typically takes 5 to 7 months, but can be accomplished in less time if expedited by management.*

**66. Will there be job losses at the installation level? If so, how soon?**

*One of the tenets of the TIM plan is to minimize work force turbulence. We expect little, if any, changes in manpower at the installation level and any change should be virtually transparent to most of the community.*

**67. Someone told me that once the new installations and regions have my slot on their TDA, they could do what they want with it (i.e., change grades, career fields, etc.) Is that true?**

*The TIM implementation plan will organize the current work force with minimal adverse impact on employees' jobs and personal lives. Adjustments to the organization structure above the installation level will be necessary in Fiscal Year 2003 and 2004 to ensure the correct mix of skills at the correct locations.*

*There is no guarantee that grades will remain the same as we fully transform installation management into a more standardized and efficient program. Should organization structure changes adversely affect employees' jobs, every effort will be made to take care of people through pay retention, retraining, or other appropriate actions that help mitigate the impact.*

**68. How will I be treated if I take an overseas assignment?**

*There are well-established rules governing OCONUS appointments and return rights to the home of record. Whether your function moves to the IMA or stays at the legacy MACOM will determine the organization to which you would be assigned upon your return. By regulation, employees assigned overseas must be notified of any action affecting their home station position.*

**69. I am a DA Army Civilian Training, Education and Development System (ACTEDS) intern; will TIM impact me?**

*If you are an ACTEDS intern (centrally funded by DA) and assigned to offices at the affected MACOM headquarters, you will not be affected. You will remain on the DA rolls until graduation or early placement.*

*If you graduate before October 2002 and are placed in a permanent position at the MACOM headquarters, you will be treated as any other employee who is part of the function transferring to IMA.*

**70. What happens to my civilian position if I'm called to active duty during this period?**

*If your function transfers to one of the new organizations while you are absent due to military service and, if you would have been transferred with the function had you not been on active duty, you are entitled to be placed in the new organization in a position equivalent to the one you left.*

**MILITARY HUMAN RESOURCES.**

**71. How will military employees in the MACOMs be affected?**

*At the installation, the transition of military positions is expected to be transparent. Soldiers may wear a different unit patch to reflect assignment to the new Installation Management Agency.*

**72. Will there be many opportunities for military in the IMA headquarters and regional offices?**

*Other than key military officers, sergeants major, and a very limited number of enlisted operational personnel, we do not foresee staffing the IMA offices with soldiers. Former garrison commanders will serve as Deputy Directors of Regional Offices and also in key positions at IMA Headquarters. Command Sergeant Majors (CSM) for Regional Offices have been deferred by the SMA until a thorough review can be made.*

**BUDGET AND MANPOWER.**

**73. What overall impact on Army resources do you expect TIM to have?**

*The purpose of the Transformation of Installation Management (TIM) is to improve installation services, support, and management by creating a corporate structure, the Installation Management Agency (IMA). The IMA focuses on installation*

*management and provides relief to mission commanders' responsibility of day-to-day operation of Army installations. The biggest impact is in fencing installation management money for the purpose of "installation management". This will provide a more predictable and steady flow of dollars to installations, which will make the execution of the installation management mission more efficient. Also, there should be fewer funds withheld for contingencies by the IMA than was necessary by the MACOMs. A broad impact on the Army will be the inability to readily migrate installation management funds to support un-programmed mission needs.*

#### **74. What will the Savings be for Army?**

*While it is premature to quantify specific savings, TIM will achieve efficiencies inherent in centralization and standardization. There will be a reduction in management layers, and there will be fewer installation management headquarters than the 14 land-holding MACOMs engaged today. Creating a structure that ensures funds are allocated and expended as originally programmed will provide for efficient execution. Finally, this new structure will enhance the effectiveness of the Army by freeing mission commanders of the day-to-day operations of garrisons.*

*An important outcome of TIM is the provision of consistent and equitable services and support from installation to installation, and amongst the various units and activities on the installation. This consistency is the result of a single IMA structure that will establish and enforce installation standards Army-wide. The current disparate state of installation services across the Army, when sorted out and standardized, will provide savings but will require an initial implementation period of several years.*

*The establishment and centralization of installation management acquisition will aid the process of standardization while at the same time provide for savings by leveraging the Army's buying power with large quantity equipment and service purchases. As an example, within the state of Texas, installations are currently managed by four separate major commands. Under the new IMA structure, a single regional office will be able to negotiate statewide contracts within the State of Texas and across the entire Southwest.*

#### **75. If it's a money problem, why didn't you simply fence the money?**

*The Army leadership explored several proposals to improve installation management. Our senior leaders decided to go beyond just fencing dollars. So yes, we are fencing the money, but there is much more to this project. This is a way to focus on installation management and take advantage of regional efficiencies and improved business practices.*

**76. What methodology did you use in determining what resources would be transferred from the MACOM organizations performing installation management functions above the installation level?**

*First, we sent a memo to MACOMs asking them to do this. However, time did not permit the normal evaluation, submission, review, and negotiation process necessary to ensure consistency. So we reviewed the latest approved authorization documents of MACOMs, command field operating agencies, and major subordinate commands performing installation management functions.*

*Second, we identified those positions clearly performing installation management functions based on the organizational titles of directorate, division, branch and office paragraphs within the manning documents and individual job titles. In the MACOM functions where the amount of workload/work years related to installation management was indiscernible--we took a portion of the spaces based on the ratio of installation management funds to Operations Maintenance Army (OMA) funds spent by the MACOM.*

**77. Were there any exceptions to the use of the BASOPs/OMA ratio to identify the number of installation management positions on the MACOM staffs?**

*Yes, in order to take a conservative approach to moving MACOM staff spaces we applied a ratio of OMA BASOPs to MACOM total obligation authority (TOA) for Military District of Washington (MDW), Army Materiel Command (AMC), and Army Test & Evaluation Command (ATEC). This was because the other ratio produced an inordinately high number of spaces to move.*

**78. Why were multiple sweeps necessary to transfer spaces for the IMA and regions?**

*The initial PBD715 sweep in January 2002 focused on structured Deputy Chief of Staff for Personnel and Installation Management (DCSPIM)/Deputy Chief of Staff for Base Operations and Support (DCSBOS) organizations and on community, engineering, environment organizations; as well as percentage pieces of special staff, Deputy Chief of Staff for Personnel (DCSPER) and Deputy Chief of Staff for Resource Management (DCSRM) organization. During the O&O process it became clear that the initial sweep criteria omitted functions necessary to the TIM process. Accordingly, HQDA staff proponents were asked to complete their O&O process and to decide the additional spaces to be transferred to IMA. This second sweep ensures the g staff functions will be adequately performed under IMA.*

**79. Were there any land-owning MACOMs or other agencies excluded from the echelons about installation transfer of resources?**

*Yes, U.S. Army Corps of Engineers (USACE), U.S. Army Space and Missile Defense Command (SMDC), U.S. Army Military Traffic Management Command (MTMC), U.S. Army South (USARSO) were excluded because they manage no more than two installations. Operating Agency 22 activities were excluded because resources support centrally managed programs that support the administration of Headquarters Department of the Army. While these organizations were excluded during the initial review, transfer of their base support resources may be considered for inclusion into the TIM structure in the future.*

**80. What methodology did you use in determining the resources to be transferred from the installations and garrisons to the new Installation Management Agency (IMA)?**

*We transferred all resources, both manpower and dollars, that resided in the Installations Program Evaluation Group (PEG) with base support Program Element (PE) and Management Decision Packages (MDEP) at the time of the Fiscal Year 2003 President's budget submission for Operation Maintenance, Army; Operation Maintenance, Army Reserves (OMAR); and Army Family Housing Operations (AFHO).*

**81. Did you transfer any resources other than those connected with the Transformation of Installation Management (TIM) initiative?**

*Yes, part of the Secretary of Army initiatives was the centralization of both contracting and information technology (IT). At their request, we also transferred the installation level resources supporting those functions. The Headquarters Installation Management Agency (HQ IMA) will act as a banker for these resources, until the new contracting and its organizations are stood up and prepared to receive these funds. At that time, the fund control for the installation contracting and its resources will be transferred to the ACA and NETCOM. TIM did not pull the resources for echelons above installation level for these two functions. However, the ACA and NETCOM did pull spaces and resources from above installation level to establish their regions and headquarters offices.*

**82. Will MACOMs have an opportunity to regain resources that may have been transferred erroneously, for whatever the reason?**

*Yes, during the Fiscal Year 04-09 POM build, a reclama/compare process has been used to resolve any differences concerning the resources transferred under TIM.*

**83. What is the effect on Army Management Headquarters Activities (AMHA)?**

*A preliminary decision has been made that positions in the IMA Headquarters will be AMHA. Positions in the Regional Offices will not. The majority of the spaces realigned from the MACOMs to staff the regions and IMA headquarters are AMHA spaces. Final decisions on the structure and staffing of the new organization are not yet complete; however, we anticipate a net reduction in AMHA spaces as a result of this initiative.*

**84. What mechanism/methodology will be used to calculate dollars for approved manpower being returned to the MACOM?**

*Pay dollars were returned at the same rate used during the initial transfers. If an entire program is being returned, all non-pay dollars for that program were returned. Otherwise non-pay dollars were returned one percentage basis tied to the amount of manpower returned.*

**85. When will garrison commanders have an opportunity to provide input to the plan/TDA moves (proposed or otherwise)?**

*We recognize that garrison commanders have a particularly challenging job. We don't want to increase the burden on you, but we do appreciate your insights and input. At various times, and in various forums, we've already been taking the pulse and receiving input from garrison commanders and their deputies. In addition to the Garrison Commanders' Conference, we've brought in serving garrison commanders on a number of occasions to give our planning a "reality check." During the "compare process" when MACOM reclaims to the PBD 715 "taking" of manpower spaces were presented, a colonel garrison commander provided tremendous insight into how work is actually accomplished at the installation level. Garrison commanders have also been critical to implementation planning and preparing the Army staff for many discussions on key decisions with senior Army leaders during the evolution of the TIM structure.*

*Regional Task Forces have been formed to complete the difficult detailed work of planning the transition for each of the seven regions that provide garrison commanders a direct means of providing input into the process. The Regional Task Forces needs input from all players to plan for the special situations and unique requirements of garrisons and installation.*

**86. Aren't we going to improve installations at the expense of mission readiness? After all, it is a zero-sum game – TIM's gain is another's loss.**

*In one sense, yes – the Army's budget is fixed each year by congress. We must live within that limit. However, the current practice of moving funds back and forth among different missions is inefficient. This new structure will dramatically reduce*

*“withholds” that create shortages early in the year, and then spending surges at year-end. And yes, it will force the Army to take a hard look at ensuring different programs are adequately resourced.*

**87. Will installation management funding targeted toward MEDCOM for medical facility support remain with MEDCOM or will it transition to TIM?**

*In Fiscal Year 1995, Real Property Maintenance (RPM)/ Sustainment, Restoration, & Maintenance (SRM) funding for medical facilities on installations transferred to the Defense Health Program that will continue to be managed by MEDCOM.*

**88. One of the slides at the initial session of the Army garrison commanders' conference listed an issue titled “restructuring NAF financial management & accounting system.” Is an Army one fund being considered?**

*The MWR Board of Directors reviewed several options for NAF financial management under TIM. One option was a single Army garrison fund. That may be the answer at end state, but the preferred option at this time is to establish separate region funds at each region.*

**89. Are there any checks and balances by DA to verify that MACOMs are not hiding civilian or military positions or moving them from the TDA before TIM goes into effect?**

*The majority of installation management spaces were moved, although there may be an exception or two. Audit trails will ensure they move in FY 04 to the IMA regions. HQDA approves all changes to TDA, so any changes affecting either MACOM or IMA TDAs will be carefully scrutinized. It is too late for any MACOM originated changes to FY 03 TDA documentation at this point. 06/12/2002*

**90. What impact will this have on the A-76 commercial activities decision authority?**

*The MACOM A-76 function will be transferred to the IMA along with other installation management functions. The reorganization will require us to realign the A-76 decision authority. We intend to develop a concept that speeds up the process and brings resolution to employee concerns more quickly.*

**91. What impact does this have on ongoing A-76 studies?**

*We expect all current studies to proceed as scheduled.*



**92. Will there be different work measures or metrics for installations based upon their differing command and/or appropriation missions?**

*Since one of the primary goals of TIM is to provide a consistent, standard level and quality of soldier support across all Army installations, the metrics will naturally have to be outcome-oriented. Differences in geographical locations, environmental issues, mission requirements and OCONUS cultural and political considerations can reasonably be expected to place differing operational requirements upon installations to meet the same outcome. The IMA headquarters will work with HQDA functional proponents and with regional directors to create output-oriented standards for diverse installations and balance the funding across those standards to ensure consistency Army-wide.*

**93. Is the next step civilianizing the garrison commanders?**

*No, it's not in the plan. We recognize the unique nature of military communities and the advantage of a military officer as the garrison commander. However, our professional civilian work force produces trained "city" managers who currently serve as deputy to the garrison commanders and are fully capable of stepping into the job.*

**94. When will we know TDA structure for the Installation Management Agency (IMA) regions?**

*An Army team is developing the TDAs for the IMA HQ, and the regional offices. We expect the TDAs to be completed in the June-July timeframe.*

## **KOREA ADDENDUM TO HQDA QUESTIONS AND ANSWERS FOR PERSONNEL AFFECTED BY TRANSFORMATION OF INSTALLATION MANAGEMENT (TIM)**

### **1. In Korea, what will this new organization be called?**

*The name of the organization will be called, "U.S. Army, Installation Management Agency-Korea Region Office (KORO)."*

### **2. Where will the KORO Headquarters be located?**

*The KORO Headquarters will be located in Yongsan Garrison, South Post, Seoul, Korea.*

### **3. What will the KORO organization look like?**

*The organization will have a Director's office and staff, and several large Divisions.*

*The initial stand-up of the KORO will be comprised of HQ personnel throughout Areas I, II, and IV.*

### **4. When will this new KORO office stand up?**

*The first phase of TIM will include realigning above installation level employees and positions to the IMA-KORO in October 2002. KN APF and NAF employees will transfer on 1 October; U.S. NAF employees transfer on 3 October and U.S. APF employees transfer on 6 October.*

*Above installation is defined as Major Command/Major Subordinate Command.*

### **5. Will the KORO organization have Korean National (KN) employees and US?**

*Yes, the KORO organization will have both appropriated and non-appropriated fund US and KN employees and positions.*

### **6. Have the Korean Employees Union (KEU) and the U.S. Union (NFFE) been notified of this new organization?**

*Yes, both Unions have been informed of the stand up of this new organization. Union leadership is being kept abreast of information as it becomes available.*

### **7. Is this change to installation-level structure happening in the U.S. also?**

*Yes, this is an Army-wide initiative in the States and overseas. There will be a total of seven IMA regions. They will be located in Korea, Germany, Hawaii, Atlanta, Rock Island, San Antonio, and Washington DC. All regions will stand up October 2002.*

## **8. How will I know if my position is affected in this transition to KORO?**

*The TIM Transition team will coordinate the identification of positions based on installation level functions through your chain of command. You will be notified with a letter from your Commander if your position has been identified to transfer to KORO.*

## **9. How is retention standing determined for KN employees?**

*Retention standing is based upon the following determinations:*

*Competitive Levels (CLs) - consists of positions in the competitive area (CA) that are in the same grade (or occupational level) and same classification series. Separate CLs are required according to the series, pay schedule, work schedule, supervisory/non-supervisory status, and trainee status (formally designated interns).*

*Tenure Groups - There are three tenure groups.*

*Group I includes employees serving on permanent appointments who have completed the trial period.*

*Group II includes employees serving on permanent appointments who are serving a trial period.*

*Group III includes employees serving on temporary appointments and all intermittent employees.*

*Sub-groups - There are four sub-groups within each tenure group.*

*Sub-group A - includes permanently disabled veterans who meet certain requirements.*

*Sub-group B - includes wartime veterans who served in the ROK Armed Forces during specified periods of service.*

*Sub-group C - includes employees who are receiving or who received compensation from the OWCP (or NAF Employers Self-Insurance Service) for a permanent job-related disability sustained while employed by USFK.*

*Sub-group D - includes all other employees.*

*Service computation date (SCD) - Creditable service is USFK employment that meets the requirements for a particular type of benefit, such as leave accrual and RIF retention. Creditable service is affected by work schedule (i.e., fulltime and part-time, and intermittent).*

*To determine retention standing, employees are listed within their competitive levels by tenure group and sub-group. Within these groups, employees are ranked by length of creditable service.*

## **10. How many employees will have to relocate, if any?**

*Initially, in October 2002 and FY03 it is projected that no employees will be forced to make geographical moves. Some employees may volunteer and move over time, but in the first two years there should not be any forced moves.*

**11. Will the government pay for relocation, if any?**

*Yes. For eligible employees, the government will pay for official moves related to employees identified to transition to KORO.*

**12. Will the number of employees increase or decrease after the structure change is complete?**

*It is expected that the total number of employees in the new KORO organization will decrease. However, the transformation is an on-going process. It will take two years to implement the current changes to the regionalized concept. Until the Department of the Army completes determinations on the structures for each region, taking into consideration the different missions and requirements, the final organizational structure will remain to be determined. The Department of the Army is determined to effect this change with minimal workforce disruption, using natural attrition rather than force reductions to implement the final structure.*

**13. Will my position title, series and or grade change after the structure change is complete? If so, how and when?**

*Upon stand-up this October, all affected employees identified to do so will transfer to the KORO in their current title, series and grade. Pen and ink changes to position descriptions will be made to reflect the new organization. During the next two years, management will be involved in "shaping" the new organization and some position descriptions as well as titles, series and grades may change.*

**14. I am a Korean reemployed retiree. If my position is identified for transfer to the KORO, will I be transferred?**

*Yes, if you are the person identified to transfer with the position and you have six months or more remaining on your appointment. For reemployed retirees who have less than six months remaining on their appointment, current policies regarding reappointment remain in effect. Management must determine whether those individual appointments will be extended.*

**15. Is KORO the same as "NETCOM" and "ACA"? I've been hearing those acronyms also in the last several months.**

*No. The "NETCOM" (Network Enterprise Technology Command) organization is a separate Army initiative to streamline the information technology functions. NETCOM will eventually stand up a region in Korea also and will be comprised of positions from the Eighth Army G6 and the 1<sup>st</sup> Signal BDE. "ACA" (Army Contracting Agency) is an Army initiative to streamline contracting functions. ACA in Korea will stand up in October 2002 also. However, both organizations will have command relationships with KORO.*

**16. Is KORO part of the current Land Partnership Plan (LPP)?**

*No, but the LPP is an important part of future KORO planning.*

**17. Who will be in charge of the KORO organization?**

*The KORO Director is COL (P) John A. Macdonald. His office is located at Yongsan Garrison in Seoul.*

**18. Will my area support group commander still have a voice in how our installation conducts day-to-day business?**

*The Area Support Group commander under this process is no longer burdened with the day-to-day management of the installation. The senior mission commander (Eighth Army Commanding General) will still have influence over area installation operations because he will be the senior rater over the area installation commanders. The area installation commanders will report directly to COL (P) Macdonald.*

**19. How will this affect the current force structure on the peninsula?**

*This new structure is designed to enhance our warfighting capabilities. It will improve the ability of the warfighters by allowing those commanders to concentrate on their warfighting missions, while KORO concentrates on installation management and quality of life.*

**20. Will KORO improve the quality of life in Korea?**

*Absolutely. It will provide a dedicated organization solely tasked to concentrate on quality of life issues.*

**21. When will the structure change be complete?**

*By October 2004, the employee and position moves under the Transformation of Installation Management concept will be complete. By October 2005, the organization will have been "right-sized" in terms of positions and structure.*

**22. Has funding been allocated to sustain this organizational structure for the future?**

*The money allocated to Eighth US Army and 19<sup>th</sup> TSC for Base Operations shifts to the KORO. The KORO will manage the funds from within its organization beginning in FY04.*

**23. What impact will this have on an organization's mission requirements when employees are relocated from that organization to the new KORO regional headquarters?**

*There will no doubt be some lessons learned during this process, but with time there will be an increase in capabilities for both mission and base operations.*

**24. If employees have questions, whom should they ask?**

*The employee's first stop should be their supervisor. Their supporting Civilian Personnel Advisory Center (CPAC) will be available to answer questions related to personnel issues such as the process for identifying transferring employees, who submits RPAs to effect the action, etc. Bargaining unit members may also consult their union representative.*

**25. Are the unions actively involved in the process?**

*Yes. Senior commanders have actively engaged in dialogue with leaders of the unions. Periodic meetings have been held to update all parties involved on the latest updates and changes. Like meetings will continue throughout the process.*

**26. If my position is currently designated an EE/ME civilian and I'm identified to move to KORO, will I still be emergency or mission-essential?**

*Yes. KORO management will review EE/ME designations once the new organization is in place and employees will be advised of changes.*

**ACSIM**

**25. How are these changes going to improve the way installations are managed?**

*The major change in the Army's installation management arena will be further adoption of a centralized approach. This change will streamline the flow of funding directly to our garrison commanders so that they can better plan and execute their programs. Savings resulting from management efficiencies can be channeled directly back into the installations to increase buying power.*

*Also, we believe centralizing installation management will enhance our ability to provide consistent services from installation to installation. Soldiers and their families can better predict the level and quality of housing, child development, safety, recreational programs, and overall quality of life as they move from one Army home to another.*

*Finally, it will allow commanders to focus on their core responsibilities of preparing and training our soldiers and equipping and sustaining the force for war.*

**26. How do you propose to manage installations if the MACOM no longer have oversight?**

*This is another opportunity to apply better business practices to a non-military function, e.g. city management. The concept and lines of communication are to provide policy, direction, and resources sufficient for installation managers to satisfy tenants' needs. The implementation plan will outline responsibilities, chain of command authorities and customer relation procedures prior to approval. This will include procedures for major commands to express command unique requirements.*

**27. How will this reorganization affect ongoing environmental cleanup and other environmental programs at installations?**

*All current environmental efforts should continue as planned. We do not anticipate any delays in environmental projects as a result of this reorganization. If anything, we eventually expect to see a more efficient, expedient means of handling environmental issues at installations due to the direct manner in which installations will receive funding, as well as the ability of installations within the same region to work consistently in partnership with regulators in that region.*

**28. What differences will surrounding communities notice as a result of centralized installation management?**

*This change should be transparent to the surrounding communities. They will work with the same people on the installation that they always have interacted with in the past.*

**29. How does centralized management enhance Army Transformation?**

*It enables the development of multi-function installation to support evolving structure and needs. It also provides maximum management flexibility through a geographic focus, instead of the current functional focus.*

**30. When will reorganization take place?**

*Centralized management with a regional alignment is expected to begin taking effect in October 2002. The actual implementation dates vary for different categories of employees: All KN employee transfers are scheduled for 1 October, U.S. NAF employees transfer on 3 October and U.S. appropriated fund employees can expect to be transferred on 6 October. The dates vary in accordance with pay periods. This decision was made to ensure a smooth transition in terms of pay-related issues.*